RESOURCES & PERFORMANCE SELECT COMMITTEE
PERFORMANCE MONITORING SESSION
14 December 2022 at 10:30am (Remote Meeting)

Attendees: Will Forster (Vice Chairman)
Nick Darby (Chairman)
Robert King
Lesley Steeds
Hazel Watson
Jeremy Webster

Officers: Peter Dell'Osa, Head of Business Intelligence
Susan Grizzelle, Head of Customer Services
Kunwar Khan, Scrutiny Officer
Laila Laird, Democratic Services Assistant
Louise Lawson, Strategic Finance Business Partner
Bella Smith, Head of Insight, Programmes & Governance
Richard Supple, Performance Insights & Data Analyst

Apologies   Adrian Stockbridge, Head of Portfolios

Key points raised during the discussion:

Performance Overview

1. Hazel Watson queried the overall number of targets that had been changed and asked how and when that had happened. Peter Dell'Osa explained that the targets were consistent and remained unchanged with the results presented relating to the last few months.

2. Nick Darby asked how information about the Enterprise Resource Planning (ERP) noted in paragraph 27 was reported to the Committee. Peter Dell'Osa explained that measures for reporting ERP would be developed in discussion with the Deputy Chief Executive, relevant Executive Director and the Programme Director in 2023. **Action – Peter Dell'Osa.**

3. Hazel Watson noted that had the Committee not raised the issues relating to ERP project, Members would not be aware of the overspend or delay from this Performance Monitoring report and asked if there were any other projects in a similar position that the Committee were not aware of. Bella Smith mentioned that she was not aware if there were any other projects in the same position and noted that the ERP project was a unique cross directorate IT Project with could benefit from specific Key Performance Indicators (KPIs).

4. Nick Darby asked if officers presented the report to other Select Committees. Peter Dell'Osa confirmed that the performance team only reported to the Resources and Performance Select Committee. Nick Darby suggested that officers in consultation with the relevant Cabinet Member report any major projects expected to overspend or delay to the Resources and Performance

Select Committee at an appropriate time, for example, Children's Services overspends and Home to School Transport. **Action – Peter Dell'Osa in consultation with relevant services**

Performance report

Customers

5. Nick Darby said that recent pressures around Home to School Transport did not appear to be reflected in the customer satisfaction rate. Susan Grizzelle confirmed that the reported first-time resolution rate had gone down due to the need to escalate enquiries into the service. The customer satisfaction rate was collated from data obtained immediately after phone calls and appeared to reflect callers being grateful for the service received during the phone call rather than the overall Home to School experience.

6. Lesley Steeds asked if complaints about Highways were included in the figures presented. Susan Grizzelle confirmed that they were included and explained that a sample of customers from across the services and particularly those that were not satisfied with the service they had received were offered the opportunity to leave a verbatim comment and a rating at the end of a call which were reflected in the report.

7. Nick Darby summarised that the contact centre overall provided an excellent service however the performance report did not provide ratings to reflect residents experiences of poor performance by service and added that regular reports were required across all areas.

8. Robert King asked if the 10-day Service Level Agreement could be captured within the data and how data around the quality of work completed was being captured. Susan Grizzelle confirmed that this data was not included in the figures but explained that work to collate customer satisfaction data across the organisation was being developed by the customer experience team and an update on this project for the Committee would be requested. **Action – Susan Grizzelle.**

Residents

9. Nick Darby queried how the residents survey was recorded and completed. Peter Dell'Osa said that a number of residents were asked a set of questions by telephone, with the results of three of those questions included in the Performance monitoring report as percentages.

10. Hazel Watson said that the contacting of residents that had not had dealings with the Council was not effective and suggested a service-by-service satisfaction rating only for those that had dealt with the council. Peter Dell'Osa said that the intention was to focus on general performance with Select Committees considering individual services. Members were encouraged to provide any feedback on the full set of questions based around services across different areas that had been circulated.

Resources

11. Hazel Watson asked for reassurances that the large amount of money outstanding in disputed invoices with Surrey Heartlands was being dealt with. Nick Darby agreed that this was relevant to the remit of the Resources & Performance Select Committee (RPSC) and was not aware that the Committee had been alerted to it.

12. Nick Darby said that previous reports had included figures about concerns over vacancy rates within the workforce and asked if they had been included in this report. Bella Smith confirmed the voluntary turnover rate as of Quarter 2 had improved slightly at 15.5 per cent and could be found on page 10. Overall voluntary turnover seemed to be plateauing although a high turnover in children's qualified social workers continued. Vacant posts were monitored on a weekly basis and report to Director for Children, Families and Lifelong Learning monthly.

13. Kunwar Khan noted that some of the key points discussed in this meeting would be covered in reports planned on the Resources & Performance Select Committee Forward Work Programme for 2023 that included HR and People & Change Management. The Deputy Chief Executive and Executive Director – Resources had promised a further update regarding the Systems, Applications & Products (SAP)/ERP project.

DATE OF NEXT MEETING [Item 3]

21 February 2023 at 2:00pm.

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